19 October 1973

MEMORANDUM FOR: Director, Central Reference Service

SUBJECT   :   Draft Paper: Definition of Career
                       Service

1. Here are my reactions. I believe this is an unbelievably convoluted statement of authorities and responsibilities under the rubric "Career Service," particularly, I gather, when we haven't even defined what we mean by career service.

2. This seems to be more of a checklist for quarterbacking the manager than it is a statement of what the functions of a Career Service Board or unit are. Certainly these kinds of statements--while none of them seems too horrible in and of itself--could be consolidated into more generalized statements.

3. If Mr. Blake proposes to send something like this to the Management Committee, I think he owes them something much more so they can make some sensible decisions. He should be able to demonstrate quite specifically the extent to which each of his proposals will represent a substantial improvement over the current situation. Even more importantly, he should be able to tell the Management Committee how many resources it is going to take to implement these proposals and where these resources are going to come from.

4. DDO opposition aside, I think we are destined to have some kind of executive career service. I presume one of the functions of a career service would be to ensure that only qualified people were given responsible positions in the DDO.

5. On the suggestion for a career counselling program, this might be OK if all it means is that some individuals will be called upon to play a career counsellor role and this is done in a way to attract people's attention. But it would be a mighty wasteful exercise if it meant the creation of additional units and slots to carry on such a function.

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for Intelligence

Attachment

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